

ISLE OF WIGHT FIRE AND RESCUE AUTHORITY



Ensuring communities feel safer...

INTEGRATED RISK MANAGEMENT PLAN 2012 TO 2015

April 2012

Final copy to be designed by Communications Department



ECONOMY AND ENVIRONMENT DIRECTORATE

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Glossary

CCA	Civil Contingencies Act 2004
CFOA	Chief Fire Officers Association
CFRMIS	Community Fire and Risk Management Information System
CSO	Community Safety Officer
CSP	Community Safety Partnership
FCC	Fire Control Centre
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Service
FRS Act 2004	Fire and Rescue Service Act 2004
FSA's	Fire Safety Audits
FSEC	Fire Services Emergency Cover
HAZMAT	Hazardous Materials
IRMP	Integrated Risk Management Plan
IWC	Isle of Wight Council
IWFRS	Isle of Wight Fire and Rescue Service
JSNA	Joint Strategic Needs Assessment
LGA	Local Government Association
LIFE	Local Intervention Fire Education
LRF	Local Resilience Forum
NEET	Not in Employment, Education or Training
OA	Output Area
PRINCE2	Projects in a Controlled Environment
RDS	Retained Duty System
RPU	Roads Policing Unit
RRO 2005	Regulatory Reform Order (Fire Safety) 2005
RTC's	Road Traffic Collisions
SFRS	Surrey Fire and Rescue Service
SHQ	Service Headquarters
SLDC	Service Learning and Development Centre
SOA	Super Output Area
TFS	Technical Fire Safety
TFS&E	Technical Fire Safety and Enforcement
TMT	Tactical Management Plan
WDS	Wholetime Duty System

We welcome your views...

If you live, work, or visit the Island your views on this plan are vital to us. We welcome any views on the contents of this plan or the way in which Isle of Wight Fire and Rescue Service works. It's your fire and rescue service, have your say!

If you have any comments on this plan, or any other points you would like to make about the service, please contact us before the end of the consultation period on the 13 July 2012.

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Foreword

We have great pleasure in presenting our integrated risk management plan for 2012 to 2015 with the overall mission of *ensuring communities feel safer*. This plan builds on the good work already undertaken by the fire and rescue service to reduce risk and details the improvements that will be achieved over the next three years.

Since the last integrated risk management plan, there have been big changes to your fire and rescue service so that we focus our activities towards those communities that are most vulnerable. We, as a service and a fire and rescue authority, recognise that in order to improve we need flexible workforce that is highly trained, well equipped and prepared to embrace the requirements of an ever-changing role.

Securing a safer community will not be achieved by us alone. We will continue to work in partnership, particularly with the public sector and voluntary organisations, in the south east region and nationally to reach the needs of all members of our community.

The main purpose of this integrated risk management plan is to ensure that we work together to prevent incidents occurring by protecting the natural and built environment to ensure they are safe from fire, or during a fire to provide quick and efficient means of escape, and that our response to incidents is fast.

The period ahead is one of change. Modernising the fire and rescue service will improve public safety and enhance efficiency and effectiveness. We are responsible for assessing risk and putting in place the right resources, for example fire stations and firefighters, to ensure our community remains safe. Modernising means securing additional investment and using our resources, such as firefighters and stations, differently to provide a service which meets the needs of the community we serve. Providing fire stations with modern facilities located in the right place to maintain adequate fire cover to meet the needs of our community are essential.

This integrated risk management plan outlines our strategic service objectives for the next three years, which we will deliver to meet our aim of ensuring communities feel safer.



Councillor Barry Abraham
Cabinet Member for Fire Modernisation



Steve Apter
Chief Fire Officer

Chapter 1 – About us

1.1 Governance

The Isle of Wight Council is a unitary authority and the Isle of Wight Fire and Rescue Service is placed within the economy and environment directorate.

The council is legally constituted as the Isle of Wight Fire and Rescue Authority and as such, has a legal responsibility to ensure that an effective fire and rescue service is provided across the Island. The council is made up of 40 elected councillors and is governed by a cabinet which includes a cabinet member for fire, culture and residents' services.

The primary duties of the FRA are contained in The Fire and Rescue Services Act 2004, and require the provision, training and equipping of the Isle of Wight Fire and Rescue Service to undertake:

- Fire fighting
- Protection of people and property from fire
- Fire safety promotion
- Road traffic collision rescues
- Other emergency responses to civil emergencies

The Isle of Wight Fire and Rescue Service also plays a major role in civil protection and ensuring there is an integrated approach to handling civil emergencies.

The Fire and Rescue Service is overseen by the Economy and Environment Scrutiny Panel which consists of a group of cross-party elected members which meet quarterly. This process along with the corporate performance framework ensures that the Isle of Wight Fire and Rescue Service meets its statutory requirements and the needs of the communities on the Isle of Wight.

1.2 The Isle of Wight

The Isle of Wight Fire and Rescue Service covers an area of 147 square miles and serves a population of 140,500 that increases to approximately 278,000 in the summer due to tourism. There are ten major towns on the Island that are linked by mostly A and B class roads. There is a small, single track, electronic railway running from Ryde Pier Head to Shanklin. The Island is linked to the mainland via a hovercraft service running from Ryde to Southsea, foot passenger ferries running from Ryde to Portsmouth and Cowes to Southampton and car ferries running from Fishbourne to Portsmouth, East Cowes to Southampton and Yarmouth to Lymington. There are a number of major outside events held on the Island every year including Cowes Week (sailing regatta), the Isle of Wight Festival (held every June with 90,000 attendees) and The Bestival (held every September with 60,000 attendees).

The Island's population growth of approximately one per cent a year is forecast to continue. Growth is driven by people moving to the Island, these are predominantly people of working age or newly retired. People moving off the Island are mainly young people aged 15 to 29. The Island is proportionately older compared with England with 24.1 per cent of the population aged 65+ (compared to 16.6 per cent in England).

The risk on the Island is predominantly rural with only 16 per cent of the Island classified as urban. There are small to medium sized industrial risks situated mostly in the Newport, Cowes and Ryde areas. Newport, additionally has three prisons and the Island's hospital.

1.3 The Isle of Wight Fire and Rescue Service

We currently employ 79 wholetime duty operational staff (WDS), 115 retained duty operational staff (RDS) and 22 support staff across ten fire stations, a service headquarters and a service learning and development centre. We answered 3,331 emergency calls, attended 1,884 incidents including 82 road traffic collisions (RTCs) in the year 2011/12. Whilst providing the capacity to respond to foreseeable fire and emergency incidents across the Island is a statutory requirement and to many, the core purpose of a fire and rescue service, our role is much broader than simply putting out fires. Responding to emergencies is reactive, and whilst we must be able to provide this response extremely well, we also carry out work to try to reduce the need for a response in the first instance.

Understanding potential risks is crucial to achieving this and underpins all aspects of our service delivery.

Chapter 2 – Statutory requirements

Set out below are the major components of the governance framework or legislative architecture of the fire and rescue sector.

2.1 Fire and Rescue Services Act 2004

This is the core legislation for all fire and rescue services in England and Wales, and details the legal powers and responsibilities of fire and rescue authorities.

A key element of the Act is that it makes the production of a national framework document by the Secretary of State mandatory. Fire and rescue authorities must have regard to the framework in carrying out their functions. The framework provides the ability for government to change fire policy much more quickly, without recourse to further primary legislation.

2.2 National framework document

The current framework document sets out the government's priorities and objectives for the fire and rescue service over a three year period. It sets out:

- The government's expectations for the fire and rescue service
- What fire and rescue authorities are expected to do
- The support the government will provide in helping them to meet these objectives

The framework is intended to be strategic and provides the foundation on which to build local solutions, giving fire and rescue authorities flexibility to meet the specific needs of their local communities.

2.3 Regulatory Reform (Fire Safety) Order 2005

This order applies in England and Wales to all premises that are not a single private dwelling. It covers general fire precautions and other fire safety duties which are needed to protect persons in case of fire in the premises. The order requires fire precautions to be put in place where necessary and to the extent that it is reasonable and practicable in the circumstances of the case.

Any previous fire certificates issued under the Fire Precautions Act 1971 will cease to have any effect.

The Isle of Wight Fire and Rescue Service as the enforcing authority will have the power to inspect any such premises to check that responsible person is complying with their duties under the order.

2.4 Civil Contingencies Act 2004

This act is a key piece of legislation and arose in response to the terrorist threat, as well as a number of other civil emergencies that occurred around the turn of the century.

It imposes a series of duties on local bodies in England and Wales, Scotland and Northern Ireland (known as 'Category 1 Responders') including the requirement to assess the risk of an emergency occurring and to maintain plans for responding to an emergency. Fire and rescue services are Category 1 Responders.

The act also creates a broader concept of an 'emergency.'

To satisfy the requirements of this legislation, local resilience forums have been created. These local resilience forums must establish and maintain effective multi-agency arrangements for major emergencies and minimise the impact of those emergencies on the public, property and environment.

The Isle of Wight Fire and Rescue Service plays a full and active role in the Island's local resilience forum.

2.5 Localism Act 2011

The Localism Act is wide ranging and different parts of the act will come into force at different stages.

The following provisions are of most relevance to fire and rescue authorities:

New general powers for fire and rescue authorities

The Localism Act includes a general power of competence for local authorities. This gives councils – including county councils that provide fire and rescue services - the legal capacity to do anything they consider appropriate for purposes linked to their statutory responsibilities to help deliver innovative and more personalised services to their communities.

These new powers enable both councils and fire and rescue authorities to act innovatively to generate efficiencies and secure value for money outcomes. They will still be subject to statutory limitations and restrictions, and their powers to tax, precept and borrow will remain governed by the existing regimes.

Charging

The act removes the existing charging (up to full cost recovery of expenditure) arrangements for all fire and rescue authorities. The decision making process on charging for additional activities will be subject to a local consultation, with certain safeguards where charging is not permissible. Whilst the act repeals section 19 (charging) of the Fire and Rescue Service Act 2004, fire and rescue authorities will continue to be able to charge for activities they can currently charge for, without the need to re-consult.

A new provision of the act provides fire and rescue authorities with the ability to charge for attending non-domestic premises where there is a persistent false report of fire due to either malfunctioning or wrongly installed equipment. This is one option available to fire and rescue

authorities to address the issue of persistent false reports. Another is the use of enforcement through the Regulatory Reform (Fire Safety) Order 2005 or both where deemed appropriate.

Fire and rescue authorities will not be able to charge for a number of core functions e.g. extinguishing fires or protecting life and property in the event of fire (except at or under the sea), providing emergency medical assistance, or responding to emergencies resulting from events of widespread significance, severe weather, or road traffic accidents.

Community right to challenge

The act enables voluntary and community groups, charities, parish councils and staff of 'relevant authorities' (currently county, district and London borough's) to express an interest in running existing relevant authority services where they believe they can do so differently and better.

Chapter 3 – Integrated risk management

3.1 Understanding risk

The understanding of risk underpins all aspects of service delivery in the Isle of Wight Fire and Rescue Service. This is an ongoing process and has developed rapidly in the last five years. Understanding the risk of fires, incidents and other types of emergency is crucial to providing an effective and value for money fire and rescue service. Accurate risk information not only enables us to target our resources to where they are most likely to be called upon in an emergency, but also helps us prioritise proactive safety and prevention activity. This process of risk management in its basic form can be seen in diagram 1.

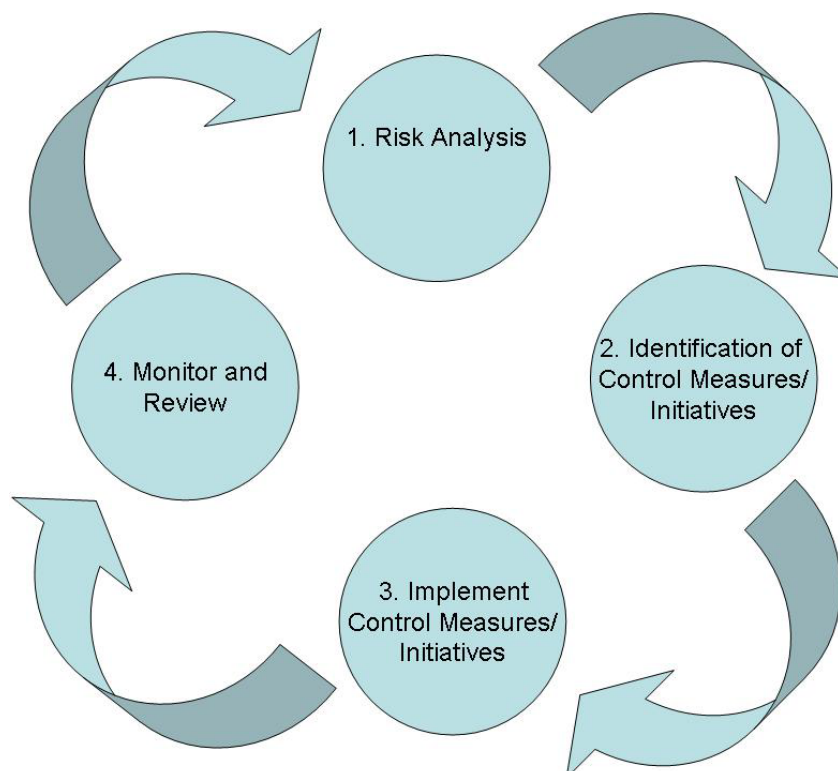


Diagram 1. *Risk Management Model*

1. Risk analysis - A procedure to identify threats and vulnerabilities, analyse them to ascertain the exposures, and highlight how the impact can be eliminated or reduced.

2. Identification of control measures/initiatives - A priority order of control measures/initiatives ranging from the procurement of the correct operational equipment to deal with the identified risks to eliminating the risk by providing residents with smoke detectors.
3. Implement control measures/initiatives – Plan and target the delivery of our control measures/initiatives. This will range from ensuring our operational staff are trained to deal with the risk they could potentially face at an incident to targeting road traffic education to high risk groups within our community.
4. Monitor and review – To monitor and review the effectiveness of the control measures/initiatives on the overall performance of the service in reducing the risk to our staff, residents and visitor.

3.2 How is risk changing

An understanding of how risk is changing and what this means to our thinking is crucial if we are to become a flexible, risk management focussed organisation.

Fire

This represents the 'traditional' risk of the fire and rescue service, which on one level is a statement of the obvious, but many people are still not aware that fire trends and the way fire behaves in certain buildings with different fuels have changed.

Fire patterns and trends

In terms of fire patterns, we now understand that fire, especially fire in the home, is as much a social phenomenon as it is a combustion process, and for this reason the incidence of fire very much follows similar trends to other social factors. So alcohol and drug use, mental and physical illness and socio-economic factors all play a part. This lends itself to a level of predictability in terms of trends.

We cannot say precisely when and where a fire will occur, of course, but we can target our resources in certain areas where the history of fire activity demonstrates it is much more likely, and we can vary our resources on the basis of activity, to some extent.

Fire and people

In terms of the risk to people, today a fire develops so much faster and at such higher temperatures than could have been imagined just a few years ago. This is true both for fires in the home and also larger fires in other buildings, for reasons set out below. But unfortunately, people die in their home much more frequently than they do in commercial settings.

Fires in the home

The change in relation to fires in the home is due to changing lifestyles and an outcome of modern living. In the past, natural materials would have been used for most things, such as carpets, curtains, furnishings and so on. Now, virtually everything is synthetic or has a high synthetic component. Most homes are also double glazed, which is effective for insulation, but creates a 'pressure cooker' effect when a fire occurs.

So where in the past, a fire in the home could have taken about 15 minutes to produce toxic levels of smoke and high temperatures, it now takes just a few minutes to get to a very high temperature and produce smoke that is not only much more toxic, but is intrinsically flammable.

This has led us to be much more proactive in getting out into the community to give home fire safety advice, we have fitted smoke alarms in people's homes over recent years. However, there is further work required.

Fires in commercial settings

The approach to modern methods of construction, for many of these types of buildings, now presents very different risks for the service. These are buildings that have bigger compartments, often with higher levels of fire loading and are not always fitted with fire sprinklers.

Fires in these types of building, as with fires in the home, have changed. They develop much more quickly and reach a much higher level of intensity and thus, represent some of the potentially more dangerous incidents we face. They also represent potentially big losses in economic terms.

This is why it is important for us to get out in the community and support our businesses, schools and public building occupiers to ensure they carry out the fire risk assessments they are responsible for.

Climate change

Climate change has gone beyond the point of being disputed science and, though there remain differing points of view on the full implications of its impact, we are already experiencing a number of effects on our lives.

Why is this a big issue for the fire and rescue service?

The potential for even hotter and drier summers means a much greater risk of outdoor fires – and also 'wild land fires'; by 2050 we can expect between a 34 to 56 per cent increase in the number of outdoor fires compared to the current average.

This is a very significant change because at key times of the year and, in certain years, these types of incident already put pressure on our resources.

These types of fires are very familiar to people and often very small in their early stages; there is a danger of seeing these types of incident always as small and therefore, not that significant.

However, events just earlier this year in the UK have reinforced the reality that the impact of extensive wild land fires can be enormous. If we look to international experience, extensive wild land fires and their effects, not least the smoke they produce, can have a very damaging impact on local communities and local economies. They can also cause major disruption to, for example, transport systems in a similar manner to the 'volcanic ash' situation.

So we need to think about the equipment and capability we provide for this growing risk, and the best location and crewing approach to deal swiftly and efficiently with incidents that may be spread over a large terrain with an extensive fire front.

In addition to mitigating this increased fire risk, we must deal with the potential for the alternative risk and wetter winters, higher sea levels and more flooding events.

To address these concerns, we are working in close partnership with the resilience forum to ensure we can respond well to the impacts of climate change across the Island.

Within that, we must consider our capability to deal with large quantities of flood water.

We must also consider the issue of rescuing people trapped in/by water. While water rescue is not a statutory duty for the fire and rescue service; the public, nevertheless, call us for these types of incident and have an expectation that we will respond to this form of rescue.

These types of incident represent very hazardous events and fire fighters and other emergency service personnel have lost their lives in flood/water incidents in recent years.

Hazardous materials

Fire and rescue services also face increased challenges in their provision of 'Hazmat' response.

There are a significant number of hazardous materials we must be prepared to deal with, ranging from different types of dangerous liquids, to cylinders and chemicals. Again, as a consequence of social development, population growth and modern living – the level of production and transportation of hazardous materials can only grow in significance and risk.

Specific responsibilities for the mass decontamination of members of the public and environmental protection also means that fire and rescue services must constantly review the Hazmat systems that they have in place and ensure they can deploy those resources in a risk based manner.

Terrorist threat

The threat of terrorism remains very real, and recent events in Norway illustrate all too tragically that it is a threat that has many dimensions and continues to evolve.

Whilst it is not perceived to be a high risk of terrorism on the Island, we must nevertheless recognise the reality of this modern risk. The Island hosts some major events over the year and as a fire and rescue service, we have to be reasonably prepared for any eventuality and the possibility of terrorist attack here.

We must also recognise terrorists do not acknowledge arbitrary fire service or local authority boundaries, and the kinds of incidents foreseeable (really as a consequence of 9/11) are on a scale and complexity which is much bigger than was previously considered, and will cross those boundaries.

So we must be able to mobilise and deploy our resources at a regional and national level to support the resilience of other areas.

Working with partnership agencies we need to be vigilant and to develop our emergency response accordingly.

Transport risk

Fire fighters on the Island now rescue more people from road traffic collisions than they do from fires; attending over 50 road traffic collisions every year.

We must be prepared to deal with incidents on all scales from the car crash to the light aircraft crash.

Social change

As a key public service, we need to be able to rescue anyone and everyone, from virtually any scenario. 'Modern living' has brought with it a growing variation in the types of incidents we must respond to, and the range of issues that pose a risk to the community, and for which we so often remain the 'last resort'.

Bariatric people

For example, we need to be able to deal with incidents involving those with morbid obesity – bariatric people. The issue is not only growing in its relevance, it is likely to accelerate.

In the past 25 years obesity rates have more than doubled. There is no doubt we have seen a significant increase in incidents where we are called to assist the people concerned and/or our ambulance colleagues. Morbid obesity is expected to increase over the next five years on the Island.

Ageing population

Statistics also show that older citizens are most at risk from fires in the home. Although we can do a lot in educating older people about the risks of fire, and we have done some excellent work through targeting our home safety efforts at this vulnerable group, it will remain an issue because of a range of impairments – physical and mental – associated with age.

Drug and alcohol abuse

Those who live in homes where the occupiers misuse drugs or alcohol are at increased risk of fire.

Research suggests that nationally more than 50 per cent of fire fatalities within the home involve drink or drug-related behaviour.

Being under the influence of drink or drugs makes a person more vulnerable, and the national trends are mirrored locally on the Island and our alcohol problem is a growing one – most worryingly in young people.

Medical emergencies

Over the last decade, public services have started to work together better than ever before.

Partnership working increases the ability of all organisations to serve the public better – and partnerships with other emergency services must grow and develop.

We are increasingly seeing occasions where the demand for emergency medical events is putting the ambulance service under strain.

So as emergency services, there is a challenge for us in relation to where our roles overlap and where they separate, and it is fair to say those areas are becoming less clear.

We have established 'co-responding' schemes in partnership with the Ambulance Service in both the West Wight and Ventnor areas.

3.3 Community risk profiling

Community risk profiling is achieved by sharing risk data with our partners to produce risk profiles that can be used to drive response, prevention and protection activities.

The Isle of Wight Fire and Rescue Service also works closely with a number council service areas including community wellbeing and social care, children and young people services, economy and environment as well as partner agencies including the police, Isle of Wight Primary Care Trust and others to collectively deliver local initiatives and agreements. This makes the fire and rescue service more effective and efficient and, in turn, makes the Isle of Wight a safer place to live, work and visit.

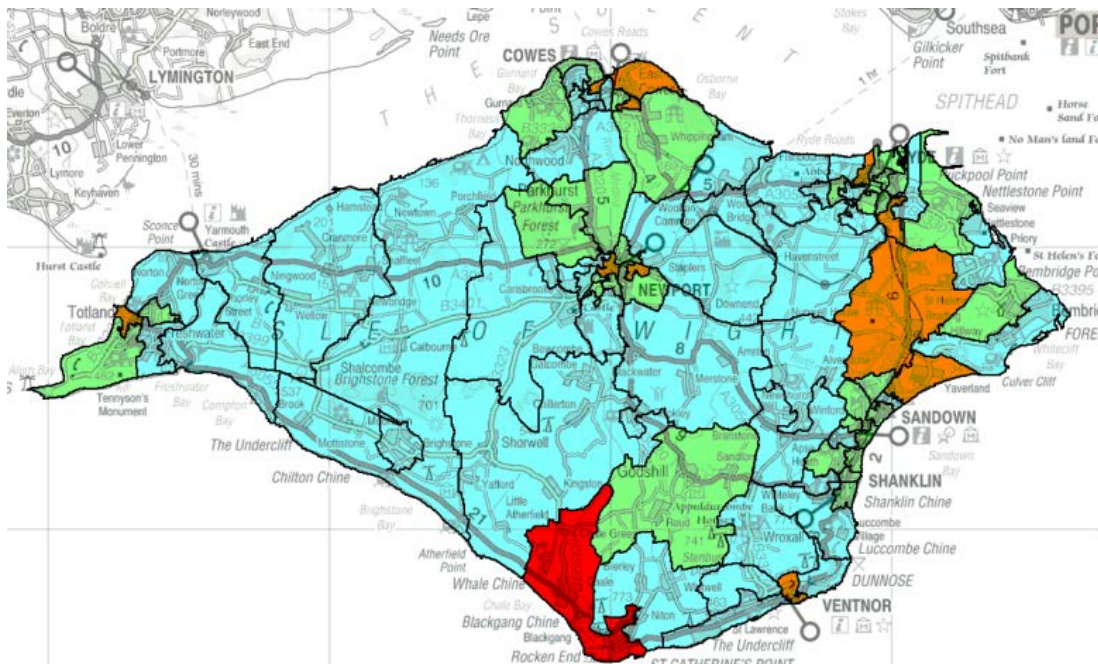
For a fire service to be effective it needs to understand its communities and the key risks they face. By collecting robust information, both internally and externally, we are better able to identify who and what is at higher risk. We will also identify those external risks that we have little control over that may affect us delivering our service.

It is a mapping process that is used to show where and who is most at risk from fire and other incidents on the Island. It will also help to show the likelihood of future fires.

By identifying these locations and those groups of individuals most vulnerable we are able to target our resources effectively. This will help reduce incidents, deaths and injuries, which is one part of our main responsibilities. It will also provide critical information to our firefighters during operations thereby increasing their safety.

Profiling will enable us to produce plans for each station that are based on risk reduction. This will create local plans that are linked for the first time to the integrated risk management plan. Key to risk reduction is the ability of the tactical management team to direct resources effectively - profile mapping will assist them in this.

We divide the Island into two areas known as localities. Each locality is further divided into specific geographical areas known as 'census lower layer super output areas'. We then use a mapping process to grade each super output area (and therefore each locality) according to risk and then use other means to identify those most vulnerable within each super output area.



Blue	1 to 34	Low
Green	35 to 55	Medium
Amber	56 to 75	High
Red	76 to 96	Very high

Diagram 2. Risk Profile Map Showing Deprivation Risk

We already know that the likelihood of Incidents occurring is increased in areas of higher deprivation, we also know where those areas are because we have categorised each SOA according to deprivation and the fire formula. It would therefore make sense to focus on those most vulnerable within these highest super output area (diagram 2) of deprivation as a priority.

Certain people and groups of people are more susceptible to critical incidents and therefore deaths and injuries. It is important for us to be able to identify those people and the reason for their susceptibility. These types can then be categorised into certain groups.

Generally speaking those categories include;

- Older people
- Children and young people
- People with physical or learning disabilities
- People with mental illness or alcohol/drug related issues
- People in temporary or poor housing

Those people that are in more than one category are probably more at risk than those in just one, for example an older person in poor housing with mental health issues could be viewed as more at risk than an affluent older person without illness.

With this in mind it will be the services policy and the priority of the tactical management team to implement prevention and protection activities towards those most vulnerable in multiple categories and within the higher super output areas.

3.4 Our priorities and strategic objectives

Our priorities are to:-

- Respond safely and quickly when called
- Work in a fully integrated way across a range of partnerships
- Manage risk within our communities

To ensure that the service focuses on these priorities, all aspects of service delivery will contribute towards the achievement of the following strategic objectives:-

1. Save lives and reduce injuries

Every year there are more than 50,000 accidental house fires in the United Kingdom resulting in around 300 deaths and 11,000 people injured. The fire and rescue service continue to work in partnership to help prevent deaths, injuries and damage to property and to strengthen resilience and capacity to deal with major emergencies. It will continue to proactively focus on fire prevention to protect the community from a wide range of risks, such as road accidents, floods and other civil emergencies.

2. Protect the natural and built environment

By working with partners and engaging with the community the service will protect the natural and built environment to ensure the Island's social, economic and environmental sustainability. For example, working relationships with the Environment Agency help to reduce or mitigate the impact of flooding. Firefighters will understand how their actions at incidents can safeguard the environment, while at the same time undertaking their principal role of saving lives.

3. Competent and healthy workforce

In order to deliver services which meet the needs of the community, the service will recruit people with the right qualities and attributes and develop their skills by providing support. It will ensure they are valued, treated fairly, with respect and provided with equal opportunity to progress.

4. Community prevention and protection

The service's prevention work directly contributes to the reduction in fire deaths and deliberate fires as well as reducing road traffic collisions. Much of this work is carried out within multi-agency partnerships.

5. Emergency response

Having in place effective emergency response arrangements is critical for both public and firefighter safety. The training and development of firefighters, the provision of accurate risk information and the balance between prevention, protection and response are essential components for effective fire and rescue service.

6. Deliver efficient and effective services

The service will have an improved understanding of its costs, value and performance to help maximise efficiency. We will continue to invite external challenge of our service to ensure continued improvement.

Chapter 4 – Prevention

4.1 Link to risk

The foundation to identifying the risk within our community will be the use of the fire service's emergency cover software toolkit. This toolkit builds a risk profile by analysing:-

- Historical incident data
- Latest census data to provide socio-demographic profiles
- Risk assessment on buildings other than dwellings
- Location and type of operational resources

Fire service emergency cover software analyses this data and the result is a risk profile based on output areas of approximately 150 dwellings (diagram 3). The output area provides more defined areas of risk than the super output area which was discussed within the community risk profile; therefore, with the ability to drill down further into the overall risk mapping, we can be even more effective at targeting resources.

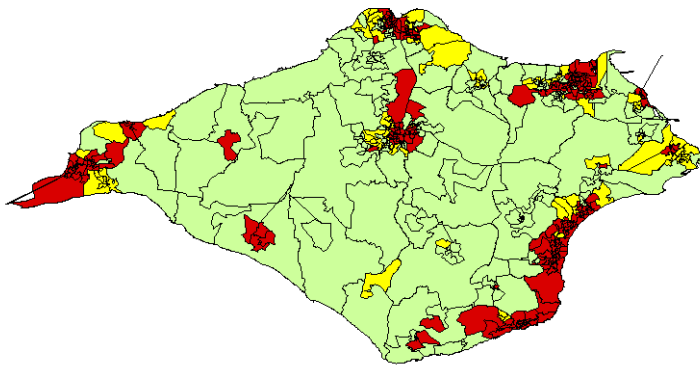


Diagram 3 Risk Profile Map Showing Domestic Fire Risk

Depending on which area of work is being delivered, further risk identification can be carried out using additional tools and methodologies, such as the Isle of Wight Council's Mosaic, Vulnerable Localities Index and other identified best practice.

Currently the Isle of Wight Fire and Rescue Service is developing its understanding of both Command Central and Safety Net which are designed as both public access sites and for partner agency use in the evaluation of increased amounts of community focussed data which will once again aid targeting even more effectively for the future.

The identification and evaluation of risk is an ongoing process that will develop further through the life cycle of this integrated risk management plan.

4.2 Strategy

The Isle of Wight Fire and Rescue Service recognises that understanding the community and its inherent needs will enable us to focus our resources on those areas that would most benefit from our prevention work.

We cannot do this on our own and therefore to enable the service to develop its understanding of community risk and needs we are committed to working alongside key partners to develop and build upon that understanding.

The Island's fire and rescue service is committed to ensuring that we are part of the solution for our communities and that where we can make an effective contribution to reducing risk and developing public safety further, that we will work alongside others, or where appropriate, on our own to deliver our services.

One key document that is considered by the fire and rescue service and partners, as part of the overall understanding of our community, is the Isle of Wight Joint Strategic Needs Assessment 2011 which contains detailed information about the key issues which impact upon the health and wellbeing of Island residents.

4.3 Community safety – risk control measures

The service has embraced the home safety check initiative and this continues to be a focus of the fire and rescue service's work. High importance is placed on the installation of smoke alarms which have been instrumental in saving lives and this will continue to be a key role for the service. Fire prevention programmes will remain at the heart of its work and it will seek to influence community understanding and behaviours of, for example, the elderly, people with disabilities, those living in poor quality housing, drug and alcohol users and those involved in crime and disorder, to ensure the effectiveness of prevention programmes in reducing deaths and injuries. The service will also support local decision-making to ensure services are delivered that meet the needs of the community.

A key area which is constantly evolving to enable us to reach those most vulnerable within our communities is data sharing. By overlaying geographically coded data provided through the Data Exchange Agreement within the local authority, we are better able to understand the complexity of the Island's residents. We will work to expand upon the availability of data across multi-agency partners to further assist us in targeting our resources more effectively within the life cycle of this integrated risk management plan.

Youth engagement activities continue to be a key area for the service. In addition to working within the schools curriculum to deliver the fire safety education programme we recognised a number of years ago that through early intervention and engagement with young people that we could make a difference. The service actively works with Juvenile Firesetters to address the problem and impact upon the community early on and has further developed its Local Intervention Fire Education (LIFE) scheme in recent years. This scheme teaches young people firefighting skills alongside real firefighters who act as LIFE instructors across an intensive five day programme. The programme is supported by other partners such as the police and ambulance services, schools and where appropriate, members of the youth offending team.

Deliberate fires continue to be a significant problem and the service will continue to work through the community safety partnership and the arson task force to take a cross-cutting view on reducing arson and deliberate fires. It will also work with young people on education and intervention and take account of the children and young people's strategy.

The fire and rescue service will actively promote the national *Fire Kills* campaign which is a successful way of delivering fire prevention messages at key times throughout the year. This area is supported by the central team and delivered locally as appropriate.

An annual plan is produced which sets out key activities throughout the year; this in turn supports the budget setting process for the service across prevention. Within this plan local activities are identified alongside the resources required to undertake them. This is considered at the start of the year and monthly thereafter by TMT when considering service and resource priorities.

4.4 Road safety – risk control measures

The Isle of Wight Fire and Rescue Service attended 82 road traffic collisions in the year 2011/12, but this does not reflect the serious issue of road traffic collisions within our community because the service only attend the incidents involving persons that are trapped. The actual figure across the Island is much higher and as a Council, we face difficulties in meeting our own challenging performance targets.

The issue of preventing road traffic collisions is very much a partnership challenge which involves three main areas of work:-

1. Enforcement – This area is mainly the responsibility of the Hampshire Constabularies Roads Policing Unit. They deploy both static and mobile speed cameras with the objective of enforcing speed limits. People exceeding the speed limits are either fined or given the choice to take part in driver awareness training.
2. Engineering – This area is mainly the responsibility of the council's highways section. They analyse road traffic collision data and engineer solutions to traffic 'blackspots' by changing the road infrastructure.
3. Education – This area is mainly the responsibility of the fire and rescue service's community safety section. It targets high risk groups with road safety initiatives and carries out driver training.

The emphasis must be on joining up these three areas of work in a more efficient way. To address this, a strategic road safety team has been established with the remit of carrying out an in depth analysis of the data and ensuring that the three areas work together. A tactical road safety forum has also been established to use the data to develop a series of initiatives to reduce the number of road traffic collisions.

4.5 Partnership working (Community Safety Partnership)

The Isle of Wight Fire and Rescue Service has a key role to play in the Community Safety Partnership and the delivery of its annual plan. The plan sets out its strategic objectives and cross-cutting themes as follows:-

Strategic objectives

- Reduce domestic abuse
- Reduce substance misuse
- Reduce anti-social behaviour

Cross-cutting themes

- Integrated offender management
- Protect vulnerable victims

The service is represented at all three levels (task, tactical and strategic) within the partnership. It contributes both by linking fire and rescue initiatives with those of other agencies. The LIFE course specifically supports the objective of reducing anti-social behaviour.

Chapter 5 – Protection

5.1 Link to risk

As with the prevention activities carried out by the service, we have improved our use of risk based intelligence over the past few years. Using the fire service's emergency cover toolkit, data sharing with other partner agencies to include the use of census data, we have been able to better target our resources to ensure a risk based approach across our protection activities.

All current and future premises information known to the technical fire safety department are stored within the community fire and risk management information system database which flags re-inspection requirements, based upon risk level of the premises, to the central team.

Any change across protection activities will be made via the service's tactical management team who will meet regularly to discuss the most up-to-date information and intelligence available to the service. Once complete resources will be redirected as appropriate to target priorities.

With the increase in risk imposed by outside events/festivals throughout the calendar year on the Island the technical fire safety team works alongside key partners under the auspices of the Isle of Wight Act to regulate the events within given criteria. In understanding and evaluating the risk to members of the public and the community at large, the tactical fire safety team working with the designated event safety management team ensures the event is carried out in line with legislative requirements and that visiting trade stands/concessions are compliant with the Regulatory Reform (Fire Safety) Order 2005.

5.2 Strategy

The fire and rescue service will continue to enforce fire safety regulations for non-domestic premises, as well as auditing, providing advice and working with responsible persons to make improvements where necessary. Under its statutory duty to enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005, the service will ensure those responsible for fire safety understand their legal duty to carry out fire risk assessments and put in place the necessary fire precautions to reduce or control the risk.

Fire protection measures will continue to be critical in risk reduction. The service has an important role in protecting people in their homes and communities, through its expertise and influence in co-ordinating and co-operating with other partners in protection. This includes working with the council's building control department, as well as working with social housing providers to target the most vulnerable households with appropriate risk reduction strategies.

The service will continue to promote a better understanding of how fire protection measures can reduce the risk to life and limit the detrimental impact of fire on the environment and the economy through its role in providing fire safety advice to the business community.

5.3 Protection – risk control measures

The Isle of Wight Fire and Rescue Service Enforcement and Inspection Programme will be risk focussed and driven by the fire service emergency cover 'other buildings' risk profile which focuses on commercial and non domestic premises. The strategic objective of the programme will be to systematically reduce the overall risk from fire in 'other buildings' within our community.

The programme will utilise the community fire risk information system in order that the results from the fire safety audits may be fed into the fire service emergency cover tool.

Risk intelligence received within the technical fire safety and enforcement function area will be acted upon and prioritised along with the risk profile. This intelligence may come from members of the public, partner agencies or identified through the attendance at operational incidents.

Chapter 6 – Response

6.1 Link to risk

Sadly despite the best efforts of the service and its partners to prevent and protect from known risk, there will always be a need to respond to fires, road traffic collisions and other emergencies to save life, whenever and wherever they occur.

The service has finite resources and while we can call on assistance from the mainland, it is critical that the resources we have in place are used in the most efficient manner, key to this is the ability to respond according to identified risk locally, regionally and nationally.

We will continue to refine and improve our response standards against identified risk and incident types to further protect our community as part of this integrated risk management plan.

6.2 Strategy

The Service's 'Response strategy' will be produced and constantly reviewed over the lifetime of this integrated risk management plan. This strategy will consider and identify areas where collaborative working could improve service delivery, achieve efficiency and ensure an effective and proportionate response to emergency incidents.

These collaborations with other fire services, other emergency services and local resilience forums will ensure what is known within the service as intra and inter-operability.

Successful intra-operability with other fire services has already included the development of common operational procedures, guidance and terminology as well as a successful partnership with Surrey Fire and Rescue Service to improve our fire control arrangements. Intra-operability remains a key part of our 'response strategy' which in turn will make our local communities even safer.

6.3 Learning and development

Our personnel are essential in delivering an effective service; we will continue to fully support their development and maintenance of competence by providing role related training, development and assessment arrangements.

Operational competence is critical and remains paramount in the hazardous working environment faced by our firefighters at incidents. The fire service is committed to providing realistic training for our staff, by using those risk sites and events which are identified as the greatest risk. This in turn will mean we are better able to protect our staff and the public alike.

6.4 Equipment/Personal protective equipment/fleet

The service is proud of its achievements in improving and acquiring modern fleet and equipment. Firefighters work in many different hazardous environments and require very specialist equipment and protection to ensure that they are able to quickly bring incidents to a successful conclusion.

We will continue to protect our staff and provide them with the training and equipment required, not only at an incident but also before they have even attended. We have already implemented mobile 'toughbook data terminals' to ensure that risk information is available whenever and wherever needed.

The recent introduction of new technology in firefighting called COBRA which enables firefighters to control fires more effectively in high risk fires, has proven to be extremely effective and we will be exploring technological advances to further enhance our operational response.

Throughout the lifetime of this integrated risk management plan we will continue to build on our successful partnership with Surrey Fire and Rescue Service to improve our toughbook data and update our command rooms and equipment as the second part of our fire control project.

6.5 Mobilisation

Our 'response strategy' will fundamentally review how we currently mobilise to incidents to ensure we meet the needs of the community and with the objective of maintaining and improving firefighter and public safety.

Our staffing arrangements consist of full time and on call firefighters whose availability to respond to incidents differs. This means we have to be flexible and responsive to how we make the best use of our available resources when dealing with emergencies. During the lifetime of this integrated risk management plan we will review the availability of our on call staff and use innovative solutions to improve their availability.

We will continue our intra-operability with other services in the region to formally assess and identify the best type and amount of resources to send to emergencies. The service and local community have much to benefit from this collaboration and as such this will become the cornerstone of all our operational working.

6.6 Resilience forum (partnership working)

As mentioned earlier, the service has legal responsibilities within the Civil Contingencies Act 2004, not only to continue our business in the event of an emergency but also to work with other local resilience forum members and responders in preparing the community risk register and implementing the multi-agency risk plans it develops.

This interoperability between different responders, fire services and other emergency services within the local resilience forums remains a key part of our 'response strategy'.

6.7 Mutual aid

The service also takes into account the significant challenges it faces because of its separation from the mainland by sea. We continually review our capability to deal with all types of incidents from local fires to terrorist threats.

While the service and its workforce is equipped to deal with a wide range of incidents, it is recognised that there may be occasions where we are overwhelmed or simply do not have the right equipment or expertise to deal with an incident.

With this in mind we plan and prepare and if necessary seek assistance from our partner fire and rescue services. This is a legal requirement within section 13 of the Fire Service Act 2004 and is commonly known as a mutual aid agreement. We will review this and similar Section 16 arrangements as part of this integrated risk management plan and test its effectiveness by carrying out yearly exercises with our partners.

6.8 National resilience

Sometimes however these arrangements are just not enough or the incident is so vast that a national response is required. Each fire service, including the Isle of Wight Fire and Rescue Service, forms part of a national response to large scale catastrophic events.

These events range from man made disasters, such as terrorism, to natural disasters such as flooding. Each service has equipment and trained personnel to deal with specific types of incidents and the ability to call on national support if needed.

Over the lifetime of this integrated risk management plan we will partake in local, regional and national exercises to test and improve our ability to respond to these types of incident.

Chapter 7 – business processes

7.1 Financial management

- The FRS now take a more pro-active position on financial management, allocating the revenue budget according to Service needs and the IRMP and reviewing it mid-year.
- We have contributed towards the corporate savings requirement by reviewing delivery models (outsourcing Fire Control to Surrey) and continue to think of other efficiencies and initiatives.
- Our bid for funding from DCLG and other central government departments such as £1m Fire Control, £12k bikeability scheme have demonstrated an improvement in sourcing external funding.
- Operational grants for areas such as specialist national response activities enable a more effective local response.
- We adhere to all relevant accounting standards and financial regulations and always strive for value for money.

With regard to Capital:

You have a 15 year vehicle replacement programme which is reviewed annually in the form of a needs assessment

- We are increasing the fleet by improving the officer emergency response (officers cars)
- We are considering a building improvement programme to improve/ update the stations and their facilities
- We have built facilities at Sandown station to make it more like a community station.

7.2 Risk management

Risk management is the core business of the fire and rescue service. We break risk down into two distinct areas of operational risk (as detailed in section 3.3 Community risk profiling) and business improvement risk.

The business improvement processes involves identifying through the integrated risk management plan which areas of the service we would like to change or improve as a control measure mitigating the risk of not meeting one or more of our strategic objectives. These changes or improvements then become 'key activities' in our yearly business plan (Appendix 3). The implementation of the 'key activity' is project managed and the progress of the project is reported using the corporate JCAD risk management software tool.

7.3 Performance management

Our performance management framework closes the loop on our overall business process. Set against our strategic objectives are a number of performance indicators. Each one is owned by a specific manager and monitored on a monthly cycle by the tactical management team. The team meet and decide on what measures should be taken if a performance indicator has failed for that month.

The actions are then recorded on the performance management programme and scrutinised both at director level and through the elected member scrutiny committee.

7.4 Project management

In order for the fire and rescue service to deliver its strategic vision, it must be able to successfully manage projects from the identification of need to the delivery of outcomes. As a result, a corporate approach towards project management based on the PRINCE2™ model has been developed for use on all project work across the organisation.

This approach for projects, mandates that:

1. All projects must deliver identifiable, measurable benefits (tangible and intangible)
2. All project work must have a defined governance regime
3. All project work must be planned, estimated, monitored, managed and owned at a level appropriate to the classification of the project.
4. All project work must be appropriately budgeted, funded and resourced
5. Project management capacity and capability must be developed across the organisation through a specific project management training and development programme.

7.5 Audit and assurance process

The Isle of Wight Fire and Rescue Service policy on the audit and assurance process is a multi-faceted approach with the outcomes of any audit being carefully considered and included within any consequent business plan.

The audit and assurance process is broken down into the following areas:-

1. Operational assurance – Carried out through incident monitoring and incident debriefing.

2. Operational assessment – With the abolition of the inspection and regulatory regime and the national performance framework, there is a shift to local accountability for performance and self regulation. The Local Government Association along with the Chief Fire Officers Association have developed a revised operational assessment toolkit which puts the emphasis on fire and rescue services being responsible for their own performance. This peer challenge process will be carried out every three years and the Isle of Wight Fire and Rescue Service will be assessed between now and March 2014.
3. Internal audit – The Isle of Wight Council has its own internal audit programme which includes the fire and rescue service.
4. Scrutiny – The Isle of Wight Fire and Rescue Service is subject to regular scrutiny as detailed in section 1.1
5. Community feedback – The Isle of Wight Fire and Rescue Service consults with the community as part of its integrated risk management plan process but is also keen to explore other methods of community feedback inline with the ‘transparency’ agenda.

Chapter 8 – Areas of proposed improvement

8.1 What we have improved – Annual Report

Key activities carried out in 2011/12		Success factors
1.	Embed locality working within the service	Reduction in locality risk
2.	Develop tactical management team to maintain community risk profile	Reduction in community risk
3.	Transfer fire control centre	Successful delivery of fire control transfer project
4.	Review of retained duty system	Improved availability, effectiveness and efficiency of retained duty system staff
5.	Implement new management structure	Production of annual succession plan
6.	Transfer Service headquarters	Successful delivery of service headquarters transfer project
7.	Ensuring effective service and corporate business continuity management	Current validated plans for all activities
8.	Participation in health and wellbeing board	Successful support of board objectives

8.1.1 Embed locality working within the service

Need - Establish locality working for both Newport and Ryde fire stations with the objective of linking all activity carried out by station personnel to the outcomes of the tactical management team. Review the role of the locality manager and include partnership working.

Improvements – The fire and rescue service has aligned its localities to Hampshire Constabularies Safer Neighbourhood Areas with a wholetime station located within each. The respective wholetime station managers at Newport and Ryde have been identified as responsible for locality working across each of their areas and in turn accountable to the tactical management team. The service has worked in partnership with Hampshire Constabulary to establish a safer neighbourhood area network and contact details. Police and

community safety officers contact details for the localities have been passed to Newport and Ryde's respective station managers which has enabled them to establish a partner contact network. The locality managers have also established town and parish council points of contact within each locality and voluntary sector/category 2 responder details. Risk areas within localities have been identified through the tactical management team planning day process alongside work packages.

8.1.2 Develop tactical management team to maintain community risk profile

Need - To continue to develop tactical management team in both planning risk management activities (as a result of community risk profiling) and reacting to operational intelligence.

Improvements – A schedule of monthly meetings has now been established along with a yearly planning day. The terms of reference for the team have been reviewed and established which has facilitated the ongoing effective scrutiny of performance and risk. Station plans with outputs related to risk and performance targets have been rolled out and are monitored and audited by the tactical management team.

8.1.3 Transfer fire control centre

Need – With the demise of the national regional control centre project, the Isle of Wight Fire and Rescue Service carried out a review of its emergency mobilising options. Considering the age of its existing mobilising equipment and the fact that we were working in partnership with Surrey Fire and Rescue Service over the data management of our mobile data terminals, the recommendation was made to transfer the management of emergency calls and emergency mobilising to Surrey Fire and Rescue Service. The fire authority accepted the recommendation.

Improvements – Full cutover of emergency call handling and mobilising was achieved in March 2012. This has resulted in a £250,000 revenue saving a year and has facilitated the move of service headquarters into the fire station at Newport. The Isle of Wight Fire and Rescue Service has been successful in bidding for a £1 million grant to improve command and control arrangements on the Island and we have appointed three new posts to improve the management of intelligence and risk data and act as a technical link between the Island and Surrey Fire and Rescue fire control centre.

8.1.4 Review of retained duty system

Need - Review current retained duty system with the objective of moving them over to a pay based system as per the grey book (120hrs) and how operational resilience can be improved.

Improvements – The transfer of the fire control centre to Surrey Fire and Rescue Service has affected this project. A review is underway ascertaining what their current and future plans are for the area around the retained duty system management information system. Following ongoing consultation with the Fire Brigades Union and building on our collaborative working relationship, we have collectively agreed to re scope this area of work to ensure a clear and concise objective is delivered.

8.1.5 Implement new management structure

Need – To facilitate the succession plan for the service and the ongoing alignment of the organisational structure to the community risk, the service needs to review its management structure

Improvements – The new structure was communicated to staff through a series of workshops and was brought into place using a phased approach. The final phase was implemented on 1 November.

8.1.6 Transfer Service headquarters

Need – Due to a review of the Isle of Wight Council's building assets, the decision has been made to move SHQ from its current location to the fire station at Newport.

Improvements – This project was linked to the transfer of the fire control centre. A review of the existing use of both the vacant fire control centre and the fire station at Newport has allowed us to plan for the relocation of service headquarters. The plans have been drawn up and the contract for the work was sent out for tender in January.

8.1.7 Ensuring effective service and corporate business continuity management

Need - Ensure Isle of Wight Fire and Rescue Service is resilient and can deliver its core activities against a number of different scenarios.

Improvements – This project has involved starting to ensure that the service has effective business continuity management is in place aligning to both the corporate business continuity strategy and the South East Fire and Rescue Service Framework. A business continuity peer review audit took place in October 2011. The audit report was received and signed off by the chief fire officer and a service improvement plan with amended business continuity policy was signed off by the strategic management team. Resilience leads have been identified by heads of service areas and training delivered. Business impact assessments have now begun.

8.1.8 Participation in Health and Wellbeing Board

Need – To identify and establish the role of the Isle of Wight Fire and Rescue Service within the 'health and wellbeing' agenda.

Improvements – The structure and definition of the health and wellbeing agenda is work in progress, however it has been decided that the Isle of Wight Fire and Rescue Service will not be represented on the Health and Wellbeing Board because it is represented through its director. The main area of activity for the fire and rescue service remains the Community Safety Partnership on which it is represented at strategic, tactical and task levels.

8.1.9 Outputs – Prevention

- Number of home fire safety checks - Total of 478, with 653 smoke alarms fitted. Of those properties visited 217 checks were recorded as carried out within vulnerable person's properties, with 22 properties found to have no smoke detection within the home.
- Number of school visits - 46 Key Stage 1 visits made. Of the 1,130 pupils a total of 1,065 attended equating to a total of 94 per cent. In addition 45 Key Stage 2 visits were made and of the 1,054 pupils a total of 1,015 attended equating to 96 per cent.
- Number of 'Head On' initiatives delivered - Delivered to all five high schools/academies to approx 1,550 Students
- Number of 'Safe Drive Stay Alive' initiatives delivered - delivered performances to 1,260 sixth form/college students

- National Fire Safety initiatives - six carried out across boat safety, electrical safety, firework safety, chimneys, thatch and Christmas.
- LIFE courses - two completed; one for Sandown Bay Academy students and one for Youth Offending Team. In total 24 students attended across the two courses, with 22 finishing the programme. We have carried out a refurbishment of Sandown station to provide a suitable location for the delivery of LIFE courses, road safety training, and other community safety campaigns

8.1.10 Outputs – Protection

- Number of inspections carried out by technical fire safety enforcement officers - 286 not including 87 licensing and 69 building regulations consultations and 348 unwanted fire signal responses.
- Number of prosecutions under the Regulatory (Fire Safety) Reform Order - 3
- Number of outside events dealt with - During 2011, technical fire safety and enforcement responded to 23 outside event licensing requests, of which five were cancelled, six involved some visits/participation on site. To date this year we have already received 16 licensing applications of which at least five are Isle of Wight Act events.
- Number of fire Investigations carried out – six

8.1.11 Outputs – Response

- Number of operational incidents attended – 1,684
- Number of road traffic collisions attended – 66 (of which 20 involved the extrication of entrapped persons)
- Equipment procured – two new fire appliances, one Bronto Skylift and the move to a 'total care' contract for the maintenance of all our operational personal protective equipment.
- Number of staff training courses delivered – 271
- Significant qualifications achieved – NEBOSH Certificate, MSc in Leadership and Management, 4 NVQ Level 3 awards in management, BTEC Firefighting in the Community, Postgraduate Award in Strategic Leadership.

8.2 What do we want to improve – Business plan

The Isle of Wight Fire and Rescue Service has identified eight key activities that will populate the business plan. These activities are all linked to improving the service delivery and driving down the risk to the community.

8.2.1 Key activity one – Develop a wildfire strategy

Need – With the known environmental changes and in particular the decrease in rainfall the service needs to review how it deals with the risk from forest and field fires (wildfires).

Planned improvements – The service will consult with the wider fire community to identify 'best practice' with dealing with wildfires. This will involve a review of current operational equipment with the objective of ensuring we have the most efficient means of controlling and preventing wildfires. This activity will result in a strategy that reflects local risk aligned with national best practise and will be in place by March 2013.

8.2.2 Key activity two – Review workforce development strategy

Need – To ensure that the service is developing its workforce in line with the risk that it has to manage within the community it serves.

Planned improvements – We intend to review the whole workforce development to ensure that we have the right people with the right skills sets within the organisation. This will involve a review of our succession planning process and our training needs analysis framework. A key part of our 'workforce development strategy' will identify how we review and monitor the quality of training; particularly its effect on how we deal with operational incidents. As part of this integrated risk management plan we will review our incident monitoring policy, including a review of the availability of duty officers to quality assure operations.

8.2.3 Key activity three – LIFE Plus

Need – Through the Community Safety Partnership an issue has been highlighted around the area of young people falling into the 'Not in Education, Employment or Training' (NEET) category.

Planned improvements – The Community Safety Partnership has authorised a project that involves taking the current LIFE course and using it as a starting point for a more protracted development track for young people who are showing the signs and behaviours of becoming NEETs. As it is the case that the Isle of Wight Fire and Rescue Service is responsible for delivering the LIFE course, it has been decided that we will manage the project.

8.2.4 Key activity four – Technical fire safety enforcement re-inspection programme

Need – The Isle of Wight Fire and Rescue service has a statutory duty to ensure that business owners are compliant to the fire safety guidance within the Regulatory Reform Order.

Planned improvements - The central technical fire safety team will be supported by operational crews from both Newport and Ryde wholetime stations to deliver targeted fire safety audits. This capacity is being developed throughout 2012 to ensure that more premises are visited and inspected against the Regulatory Reform (Fire Safety) Order 2005 once training has been completed.

8.2.5 Key activity five - Review of retained duty system

Need - Review current retained duty system to assess how operational resilience can be improved.

Planned improvements – We intend to run a pilot scheme this year involving a number of retained duty system stations with the objective of improving operational resilience.

8.2.6 Key activity six – Develop a new response strategy

Need – The ability of the service to be able to respond to emergencies when they occur with trained fire crews, the right equipment in the most efficient manner is a priority.

Planned improvements – We are going to review existing response standards and draft a new response strategy which will analyse the effect of the new appliances and equipment we have procured and how they are distributed around our community. The issue of dynamic mobilising will also be reviewed.

8.2.7 Key activity seven - Transfer Service headquarters

Need – Due to a review of the Isle of Wight Council's building assets, the decision has been made to move service headquarters from its current location to the fire station at Newport.

Planned improvements – With the contractors appointed, refurbishment work will start in June 2012 with a planned move for September 2012.

8.2.8 Key activity eight - Transfer fire control centre

Need – With the demise of the national Regional Control Centre project the Isle of Wight Fire and Rescue Service carried out a review of its emergency mobilising options. Considering the age of its existing mobilising equipment and the fact that we were working in partnership with Surrey Fire and Rescue Service over the data management of our mobile data terminals, the recommendation was made to transfer the management of emergency calls and emergency mobilising to Surrey Fire and Rescue Service. The fire authority accepted the recommendation.

Planned improvements – For the coming financial year we will move into phase two of the transfer of fire control project. This will involve a new command room to support major incidents and improve linkages to other Island emergency services. This will be situated at Newport fire station and be linked to the transfer of service headquarters. We are going to scope out the requirements for an improved mobile command unit with the objective of facilitating the better use of mobile data. Working with Surrey Fire and Rescue Service we are going to look into the feasibility of the installation of new mobile data terminals across the vehicle fleet to provide crews with more accurate and timely information. We are also going to scope out the use of the 'Airwave' network, which is the Government's multi agency digital radio and data network, to mobilise and deploy crews to incidents in a more dynamic and efficient manner.

Appendix 1 – Performance framework

SCORECARD	Objective	Performance Indicator	Strategic Lead	Measure Owner
COMMUNITY	Save lives and reduce injuries	ANI 49b Fatalities due to Primary Fires	Justin Harden	Trevor Moyce
		ANI 49c Injuries due to Primary Fires	Justin Harden	Trevor Moyce
		CFOA A4 (CS 11b) RTC (Police data) - Number of people Killed or Seriously injured in all RTC's	Justin Harden	Trevor Moyce
		ANI 49a All Primary Fires attended	Justin Harden	Trevor Moyce
		CFOA D1 (ABV 142iii) Accidental Dwelling Fires	Justin Harden	Trevor Moyce
		ANI 33a Deliberate primary fires attended	Justin Harden	Trevor Moyce
		ANI 33b Deliberate secondary fires attended	Justin Harden	Trevor Moyce
	Protect the natural and built environment	ABV 207 Primary Fires in non-domestic premises attended	Justin Harden	Julian Trout
		CFOA C7 Reduction of CO2 NI 185 FRS only (kgms of CO2 corrected for weather)	Mick Keenan	Dave Grundy
PEOPLE	Competent and healthy workforce	CFOA A5 (HS 2a) RIDDOR accidents recorded in Accident Book - All Personnel	Mick Keenan	Nigel Probert
		CFOA A5 (HS 2b) Accidents resulting in injury with less than 3 days absence - All Personnel	Mick Keenan	Nigel Probert
		CFOA C2 (ABV 12ii) Shifts lost due to sickness absence by all staff (not including retained)	Mick Keenan	Nigel Probert
		HS 5 RDS Calendar Days lost due to sickness absence	Mick Keenan	Nigel Probert
PROCESS	Community prevention and protection	CFOA A2 (OP 9) Malicious calls (attended and not attended)	Justin Harden	Julina Trout
		CFOA C1 (BV 209iii) %age of fires attended in dwellings where no smoke alarm was fitted	Justin Harden	Trevor Moyce
		Number of properties with more than one attendance to false alarms caused by automatic fire detection apparatus - BV 149ii	Mick Keenan	Paul Gould
		Percentage of calls to false alarms at properties with more than one attendance since 1 April - BV 149iii	Mick Keenan	Paul Gould
		percentage of home fire safety checks completed for vulnerable households CXFOA B1 (CS2b)	Justin Harden	Trevor Moyce
	Emergency Response	CFOA D2a (OP 3c) Percentage of incidents which met our response standards for fire cover - Attendance Time	Mick Keenan	Jeff Walls
		CFOA D2b (OP 7c) Percentage of RTC Attendance achieving Response Standard.	Mick Keenan	Jeff Walls
		OP 16a Hampshire requested to standby due to shortage of available appliances (Code Black or higher)	Mick Keenan	Jeff Walls
		OP 6b Percentage of Co-responder calls attended in 8 minutes or less	Mick Keenan	Dave Grundy
		Percentage of time appliances are off the run due to crew or appliance availability (cumulative)	Mick Keenan	Paul Gould

RESOURCE	Deliver efficient and effective services	CFOA C5 (OP3k) Percentage of time RDS pumping appliances are available	Mick Keenan	Jeff Walls
		CFOA A3 Economic cost of fire £ million	Stuart May	Jeff Walls
		Percentage difference between forecast annual expenditure and budget is within tolerance limit set.	Stuart May	Sarah Cleary
		Water consumption Cubic metres	Mick Keenan	Dave Grundy
		Gas consumption 1,000Kw/Hr	Mick Keenan	Dave Grundy
		Electricity consumption 1,000KwHr	Mick Keenan	Dave Grundy

Appendix 2 – Consultation strategy

The Isle of Wight Fire and Rescue Service fully supports the wider issue of consultation with the public it serves. We have identified the key stakeholders that have a vested interest in our integrated risk management plan and have drafted the following consultation strategy.

Stakeholder Group	Consultation Media
Members of the public	Media article/link to website
Fire Authority members	Presentation to Full Council
Internal staff	Presentation to all departments and stations
Town and Parish Councils	Presentation to ten town and parish councils
Representative bodies	Meeting
Local Resilience Forum	Letter with website link
Wider fire and rescue community	Letter with website link
Partner agencies	Letter with website link
Chief Fire and Rescue Advisors Unit	Letter with website link
Town clerks	Letter of invitation
Voluntary Sector	Letter with website link to the Isle of Wight Rural Community Council